



COLUMBIA COUNTY, GEORGIA

CAPITAL IMPROVEMENTS PLAN 2004

Summary Report

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MAY 2004

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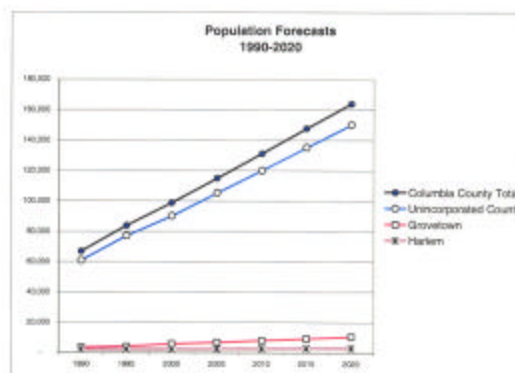
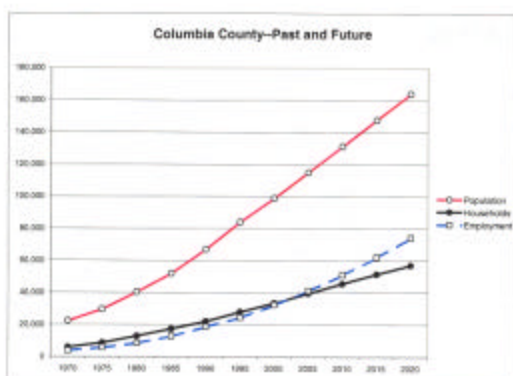
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1.0 INTRODUCTION

Columbia County, Georgia has a long history of rapid population growth. The population of 40,474 in 1980 more than doubled by the year 2000 with a population of greater than 89,700. By the year 2010, the population is expected to be approximately 131,247 persons which would reflect a growth of nearly 33% in ten years. The following charts are graphical representation of the historical and forecast growth for Columbia County.



Source : Columbia County Growth Management Plan Year 2000

Columbia County's population growth has had a major impact on the demand for more and better services as well as rising operating costs. Columbia County initiated major planning activities in 1989 when the first Growth Management Plan was developed to identify the potential impacts of the population growth and outline ways to manage it. Subsequent to the first Plan, Columbia County has continued and expanded its effort to manage growth.

Capital improvements planning has been a major element of Columbia County's means for managing growth. Capital improvements planning and implementation have been ongoing since the first Growth Management Plan and have been revisited on approximately five-year intervals. The capital needs in Columbia County have been met using a variety of funding sources including ad valorem (property) taxes, revenues from Enterprise Funds, grants, partnering with State and Federal Agencies, Special Purpose Local Option Sales Tax



(SPLOST), and other sources. The SPLOST has been the primary local source of funds for projects that cannot be supported based on user revenues and fees.

The capital needs for the Columbia County Water and Sewer Department and the Columbia County Stormwater Utility are primarily supported by user fees. Under limited circumstances, SPLOST has been used for capital funds for water and sewer projects in the unincorporated area of the County where Columbia County and one or both of the Cities within the County have an intergovernmental agreement.

Historically, the capital improvements process has been updated on approximately five-year intervals that coincided with the implementation of a five-year Special Purpose Local Option Sales Tax. These five-year programs were implemented in 1990, 1995, and 2000. The 1995 SPLOST generated approximately \$26,500,000 and, based on recent revenues, the 2000 SPLOST will generate approximately \$52,000,000 by December 31, 2005 when it will end.

This report summarizes the most recent capital improvements planning process update which was started in the fall of 2003. While these efforts have typically been conducted on five-year intervals, the County identified the need to initiate this effort approximately one year earlier than had previously been the case. In particular, the need for additional public safety facilities and recreational facilities were primary concerns that resulted in a one-year early start for this process.

The capital improvements planning process summarized in this report was initiated in the fall of 2003. The objective of this plan is to identify the highest priority capital needs for the next five to six years.



2.0 **PLANNING PROCESS, IDENTIFICATION OF POTENTIAL PROJECTS, AND THE DEVELOPMENT OF THE APPROVED PLAN**

The initial step taken in this Capital Improvements Plan was to develop a process to provide the Columbia County Board of Commissioners with the information needed to identify the highest priority capital needs for the next five to six years. The process involved initial information gathering from numerous sources including the general public, various State and County agencies, other local governments, County Departments, and other organizations. In addition, the results of the various planning activities, which have been initiated and completed in Columbia County, were considered.

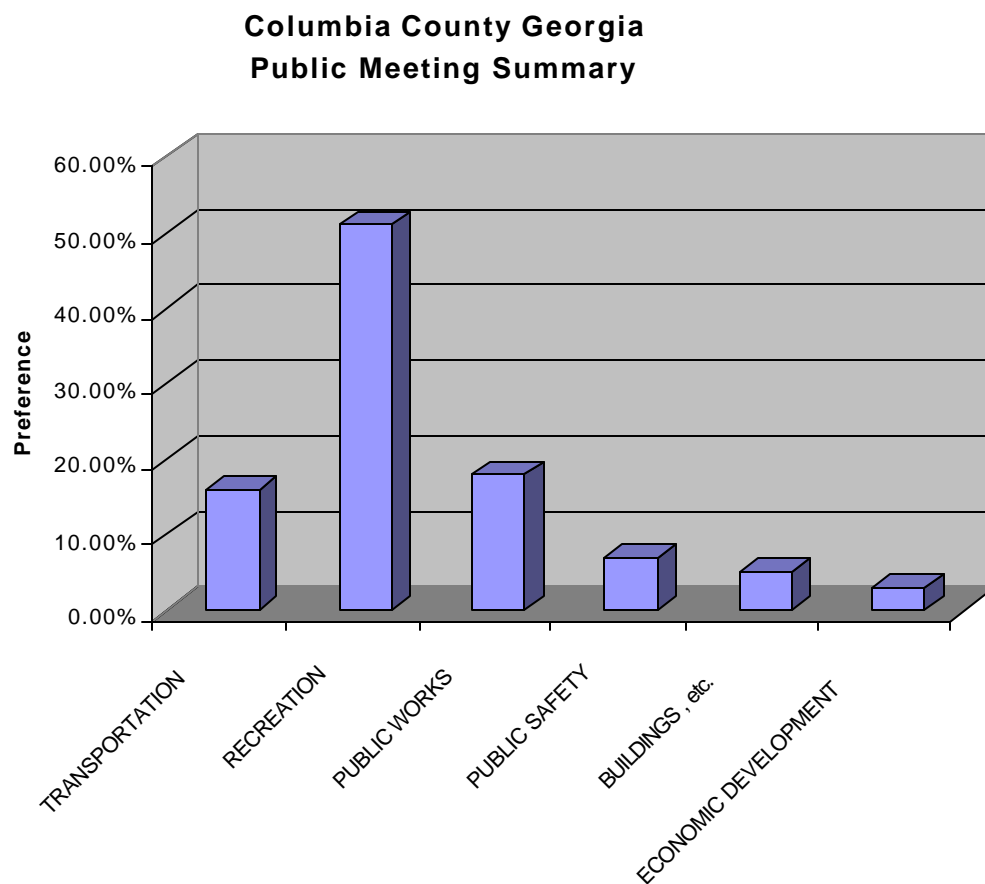
For the purposes of obtaining information from the public, six public meetings were held. In addition, the public was asked to provide written information to supplement the various opinions expressed at the public meetings. The methodology used at the public meetings was intended to give the Board of Commissioners a preliminary indication of the public's perception of the capital needs in Columbia County. The public meetings were not intended to be a scientific poll of opinion, but rather to supplement the information and perceptions that the Commissioners had regarding the public's opinions and perceptions and to assist the Commissioners in deciding the County's priorities. During these meetings, the public was asked to identify and prioritize major capital needs relating to maintaining the existing quality of life in Columbia County, improving the quality of life, or reducing the cost to the citizens of Columbia County. The results of the public meetings are summarized by categories of need as follows:

- Transportation
- Recreation
- Public Works
- Public Safety
- Public Buildings and other Facilities
- Economic Development



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In all, approximately 100 persons attended the public meetings. The following chart summarizes the results on the preferences indicated by the attendees at those Public Meetings.



It is noted that the category of capital improvement that was of greatest interest to those present at the public meetings was recreation. While the attendees indicated needs for a variety of recreation-related projects including passive recreation, skate parks, disc golf facilities, neighborhood parks, and others, the single greatest need identified was for additional soccer fields to support the County's growing youth soccer program.

In the category of transportation, the need to pave dirt roads, undertake safety improvements, projects to resolve existing congestion and other issues were identified.

In the category of public works, the primary emphasis by the meeting attendees was in having water and sanitary sewer service in the more rural areas of the County. Here the primary emphasis was on public water for household use in areas that are not currently served by public water supply.

Public safety needs identified in the meetings related primarily to improved fire protection.

In addition to the information obtained from the public meetings, the Commission relied heavily on other sources and other planning activities. These included capital needs identified in existing Regional Transportation Plans, the County's Comprehensive Recreation Plan, capital requirements outlined in the Water and Sewer System Capital Improvements Plan, the Columbia County Fire Services Study and subsequent Master Plan, and capital needs identified by Constitutional Officers, Department Directors, the Cities of Harlem and Grovetown, and other sources.

After becoming familiar with the available sources of information, the Commission identified the categories of capital needs and projects with the highest priorities. These categories of needs and related projects served as the basis of a plan to be considered for funding by a one percent (1%) Local Option Sales Tax that would take effect after the



existing SPLOST expires on December 31, 2005. The new SPLOST collections would start January 1, 2006 and continue for five years.

The SPLOST Plan was approved by the Commission on May 4, 2004, and a resolution for a referendum to seek voters' approval for this SPLOST to be considered by the Commission on May 18, 2004.



3.0 CAPITAL IMPROVEMENTS PLAN

After the review of all the information provided during the planning process and on the basis of prior planning efforts, the Columbia County Commissioners identified the highest priority categories for capital improvements.

Transportation - Road and Street Improvement Projects including utilities and drainage improvements in the road and street rights-of-way. This also includes paving of dirt roads, the local share of DOT projects, improvements on County roads and streets, intersection improvements, resurfacing, and infrastructure for economic development such as road and street improvements for revitalization of the Martinez area, construction of roads and related improvements for industrial parks, and other transportation projects.

Recreation - Projects involving active and passive recreation and greenways.

County Facilities - Construction, expansion, renovation, and other capital improvements related to new or existing County buildings and related facilities.

Public Safety - Projects needed to maintain or improve the safety of the public such as improved fire protection, emergency operations centers, facilities to improve effectiveness and efficiency of the Sheriff's operations, hardware and software to improve County communications, hardware and software to improve the reliability, effectiveness, and integrity of the County's financial, HR, and other systems, and other public safety-related projects.

Intergovernmental Projects - Projects identified in agreement(s) between Columbia County and one or both of the Cities within the County, Harlem and Grovetown. These projects include projects identified by the Cities as well as those identified by the County. County projects include, but may not be limited to, water and sewer improvements in the unincorporated areas of the County and other projects as may be identified in the intergovernmental agreement(s).

This planning process identified more than \$130 million of capital needs up to approximately 2010. Given the magnitude of the capital needs identified in the study and previous planning efforts, Columbia County formulated the following funding strategies:



3.1 FUNDING STRATEGIES

Typical sources for capital projects funded by County Government include appropriations from annual operating funds, general obligation bonds, revenue bonds, Special Purpose Local Option Sales Tax, Federal and State grants and loans, and other similar sources. In addition, Columbia County initiated a program to deal with stormwater-related issues by the creation of a Stormwater Utility whereby user fees are generated for operating and capital projects. With the exception of the grants, these sources of revenues require that the County have revenue from user fees or taxes. Given the capital magnitude of the capital needs identified in the study, the use of County funds has leverage against funding sources from other localities, State, Federal, or private sources is imperative. This resulted in the following strategy:

- Establish a five-year one percent (1%) Special Purpose Local Option Sales Tax to follow the existing SPLOST to obtain funding of up to \$100 million for needed projects.
- Maximize the use of State and Federal transportation funds by partnering with the private sector as well as Special Purpose Local Option Sales Tax revenues for transportation projects.
- Maximize the use of State grants available for recreation projects along with Special Purpose Local Option Sales Tax funds.
- Use Special Purpose Local Option Sales Tax revenues to fund the highest priority projects in the categories of transportation, County facilities, public safety, recreation, and inter-governmental projects; and projects identified by the Cities of Harlem and Grovetown as being their highest priority projects.
- Utilize user fees generated by the Stormwater Utility along with annual appropriations and other sources to fund storm water-related projects.
- Utilize user fees generated by the Water and Sewer System to fund the highest priority capital needs as identified in the most recent Water and Sewer System Capital Improvements Plan. Projects that are not feasible under the eligibility criteria established in the Water and Sewer Capital Improvements Plan but are of high priority to the health and welfare of the County should be considered for funding using SPLOST funds in the category of Intergovernmental Projects.
- Encourage use of private funds for the development of other capital improvement needs identified in the public meetings such as skate parks, certain aspects of the revitalization of Martinez, recreation projects, and other categories.



- Evaluate the use of revenue bonds, general obligation bonds, or joint ventures with other governments for certain future capital needs identified in the most recent Growth Management Plan and other needs as may be identified later.
- Fund other capital improvements as they become apparent during 2006-2010 through the annual budgeting process.
- Consider the use of a general obligation bond to be repaid from the proposed SPLOST Tier I funds to accelerate the highest priority Tier I projects.

3.2 SPECIAL PURPOSE LOCAL OPTION SALES TAX FUNDING

Based on the historical revenue data from the existing Special Purpose Local Option Sales Tax and assuming growth consistent with historical data, a new five-year one percent (1%) sales tax would generate approximately \$69 million revenue. It is likely that the revenues generated during the five-year period of 2005-2010 will not exceed approximately \$100 million and given the historical information, it is very likely that \$52 million or more will be generated. The following graph shows the approximate historical cumulative revenues generated by the existing sales tax in a straight-line projection of future growth. Since the sales tax is subject to fluctuations in the economy, there is no reliable means of accurately estimating future revenues. Therefore, a plan was developed and implemented in the previous SPLOSTs to provide, in concept, a means for managing and scheduling projects based on project priorities and revenues generated by the proposed sales tax. Projects identified for using Special Local Option Sales Tax were placed in three tiers as follows:

- Tier I - Highest priority projects require approximately \$52 million of local funds.
- Tier II - The next highest priority projects requiring additional funding of approximately \$17 million.
- Tier III - In the event the funds become available for Tier III projects, the Board of Commissioners will have the discretion to designate the projects and the funds to be used within the categories and amounts set out herein and where necessary, due to unforeseen circumstances, designate funds to be used in other categories.

The recommended tier concept is to provide funding for Tier I projects using accumulated funds averaging \$866,667 per month of revenues. On a quarterly basis, the Commission



may make the accumulative revenues in excess of \$866,667 per month available for Tier II projects. Tier III projects will be available for other projects after a total of \$69 million of revenues are collected and the highest priority projects are funded. Due to the nature of the State and Federal matching funds particularly in the area of transportation, continued coordination of project priority, schedules, and implementation with the Georgia Department of Transportation and other grant and funding sources will be necessary. Therefore, the Commission may find it necessary to adjust scheduling, rearrange priorities, or modify plans as may be needed to optimize non-County funds.

The following chart shows historical collections and forecasts developed in the 2000-2005 Capital Improvements Plan. This chart indicates that the total revenues for the current SPLOST will be approximately \$52 million when the SPLOST ends December 31, 2005.



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Capital Improvement Plan
May 2004**

INSERT CHART 2 HERE



The chart on the following page shows the forecast for the proposed Special Purpose Local Option Sales Tax 2006-2010 collection using historical trends.

The table on page 14 summarizes the projects, allocated costs, and tier assignments for the various categories of projects to be undertaken using the proposed Special Purpose Local Option Sales Tax funds generated during the period of 2005-2010. It is noted that the cost allocated to the projects include the following:

- Project management
- Construction and/or purchase of project-related items
- Professional Services and Fees related to the project
- Cost related to the Issuance of any general obligation bonds to accelerate the project
- Other project related costs



CHART 3 GOES HERE



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See Table next page



Columbia County Georgia
Special Purpose Local Option Sales Tax Plan
2006-2010
Approved 05/04/2004

	\$100.00 Total	\$52.00 Tier I	\$17.00 Tier II	\$31.00 Tier III
Transportation	\$31.00	\$16.45	\$9.55	\$5.00
Georgia DOT Projects		\$2.00	\$2.00	
Columbia County Projects		\$14.45	\$7.55	
County Facilities	\$12.20	\$5.20		\$7.00
Building "A" Renovate Or Replace		\$1.00		
Savannah Rapids Pavilion Improvements		\$1.00		
Evans Parking & Site Improvements		\$0.30		
Animal Shelter Improvements		\$0.20		
Renovate Other Existing County Facilities		\$1.00		
Other County Building Acquisitions and Expansions		\$1.70		
Public Safety	\$20.45	\$12.45		\$8.00
Emergency Operations Center (EOC)		\$1.50		
Fire Stations & Renovations		\$4.25		
Land for New Stations		\$0.25		
Fire Apparatus Replacement		\$2.52		
Apparatus for New Fire Stations		\$0.70		
Communication & Management Hardware & Software		\$3.23		
Recreation	\$21.35	\$9.49	\$3.50	\$8.36
Blanchard Woods Park Completion		\$3.80		
Canal Headgates		\$1.00		
Reed Creek Park Improvements		\$0.75		
Wildwood Park Improvements		\$0.99		
New Park Land Acquisition			\$2.00	
Upgrade Existing Parks		\$0.70		
Greenspace Land Acquisition		\$0.50		
New Park Improvements			\$1.00	
Performing Arts Center Upfit		\$0.75		
Baker Place Recreation Improvements		\$0.30		
Blackstone Camp Passive Park Improvements		\$0.20		
Other Recreation Projects		\$0.50	\$0.50	
Intergovernmental Projects	\$15.00	\$8.42	\$3.94	\$2.64
Water & Sewer (County)		\$4.00	\$2.49	
Municipalities @ 8.5%		\$4.42	\$1.45	\$2.64
Grovetown @5.8%				
Harlem @ 2.7%				

3.3 OTHER SOURCES OF FUNDING

Because of the magnitude of the capital needs scarcity of funds available, it is imperative that Columbia County makes maximum use of funds available from State and Federal grants and partnering with the private sector. During the period of 2006 through 2010, there may be various opportunities to acquire matching funds using various sources. These may include Community Development Block Grants through the Georgia Department of Community Affairs. These grants are targeted for solving problems within low-to-moderate income neighborhoods. While Columbia County has relatively high overall income statistics, there are various locations within the County that may be eligible for Community Development Block Grants particularly in the areas of infrastructure including water and sewer service, drainage improvements, and street improvements, etc. These funds do not require a large local match. The use of Community Development Block Grants to solve specific infrastructure-related problems in low-to-moderate income areas in Columbia County should be considered.

The Columbia County Water and Sewer System and Stormwater Utility System will generate funds for capital improvements within their systems within the next five years. The most appropriate funding sources for these projects are the use of revenue bonds, support by user fees, or accumulated user fees, in some cases supplemented by other sources of funds. In addition, some water and sewer projects and stormwater projects in low-to-moderate income areas of Columbia County may be eligible for Community Development Block Grants as described above.

The location or expansion of industrial facilities may allow the opportunity to acquire additional State and Federal grants for infrastructure related to service for these industrial facilities. Applications for these grants should be considered on a case-by-case basis.



4.0 RECOMMENDATIONS

This report summarizes the capital improvements planning process that was conducted in 2003 and 2004 in Columbia County, Georgia. The effort involved numerous parties including the general public, various state and local agencies and organizations, the Board of Commissioners of Columbia County, the Columbia County Staff and Department Directors, Constitutional Officers, other local governments, and the Consultant, Chasman & Associates, L.L.C. of Athens Georgia.

This report summarizes the highest priority capital needs as determined by the Columbia County Board of Commissioners and includes funding strategies to address these needs.

One essential element of the funding strategy is the enactment of a Special Purpose Local Option Sales Tax (SPLOST) for a five-year period from 2006-2010 to generate up to \$100 million for funding of capital improvement projects. These funds will be used where possible to leverage funding from other sources to maximize the accomplishments. During the capital improvements planning process, Columbia County entered into agreements with the Cities of Harlem and Grovetown relating to capital needs identified in this report. These agreements also document the sharing of proposed SPLOST funds between the Counties and the various Cities.

Based on the results of this study, it is the recommendation of this report that the Board of Commissioners of Columbia County proceed immediately to accomplish the following:

1. Adopt and implement the Capital Improvement Plan summarized in this report.
2. Pass a Resolution authorizing a referendum by which the voters may approve a Special Local Option Sales Tax (SPLOST) for the period 2006-2010.
3. Direct the County Administrator to continue the activities needed for coordination of the proposed transportation improvements with the Georgia Department of Transportation. Based on the results of this coordination, recommend to the Commissioners any modifications in the priority and schedule of transportation projects needed to maximize the use of State and Federal funding.



4. Direct the County Administrator to review the current project and program management activities and processes utilized by Columbia County for completing capital projects, to improve these processes if necessary, to provide additional policies and procedures as may be needed, and to initiate detailed project plans for each project identified in the approved Capital Improvements Plan.
5. Upon the approval of the SPLOST by the voters, consider the use of a General Obligation Bond to accelerate the highest priority Tier I projects included in this plan. It is noted that the projects identified in this plan, absent funding from other sources, would not be eligible to receive any SPLOST funds until the new tax takes effect in 2006. Further, because the SPLOST funds are received on a monthly basis, it may be a matter of years before sufficient funds are accumulated for the highest priority project.

4.1 IMPLEMENTATION

It is recommended that Columbia County review the existing project/program management process in place to complete capital projects for the purposes of planning for the program identified in this report. In particular, it is recommended that the Columbia County Finance Division Director develop a policy that defines the procedures to assign appropriate direct and indirect costs to the projects in accordance with accepted accounting principles for approval by the Board of Commissioners.

It is further recommended that consideration be given to assigning the appropriate Division Director or staff member as an executive sponsor for each project. The role of the executive sponsor would be to represent the users of the proposed project, to prioritize the elements of the project as needed to adjust the project to keep within the allocated funds, and to assist with the coordination of the project development with the Board of Commissioners, Board of Directors, County Administrator, and other parties.



4.2 REVENUE BOND ISSUE TO ACCELERATE TIER I PROJECTS

Current Georgia Law allows, with the approval of the voters at the time of the Referendum for the SPLOST, the use of general obligation bonds to be amortized with the revenues of the Special Purpose Local Option Sales Tax. Counties may not use general obligation bonds in the state of Georgia for use on transportation projects. The purpose for the use of general obligation bonds is to accelerate the availability of capital funds for the highest priority projects (except transportation projects as indicated above). The use of general obligation bonds has both advantages and disadvantages with the primary advantage of providing early funds as indicated above.

Generally, the advantages of the use of general obligation bonds is as follows:

- Accelerate the availability of funds.
- Serve as a hedge against future project cost escalation due to inflation

The use of general obligation bonds also has some disadvantages that include, but may not be limited to, the following:

- General obligation bonds have a cost of issuance that would reduce funds available for the projects.
- The general obligation bond is borrowing that includes payment of interest to the bond holders. This interest cost also reduces funds available for the projects.
- The use of general obligation bonds for certain projects may make the management and scheduling of other projects difficult including the possibility that other projects would be delayed.

The chart on page 20 shows an example of how the use of general obligation bonds, say on the order of \$25 million, would impact the revenue stream available for other Tier I projects. This chart is for illustration only and is a simplified example. This example assumes that the amortization of a general obligation bond would require approximately \$0.46 million per month from Tier I revenues. Since transportation projects are not eligible for general



obligation bond funding, it was assumed in this example that monthly revenues of \$0.27 million were set aside for transportation projects for Tier I. The chart shows that with the funds set aside for the general obligation bonds and the funds set aside for transportation projects, there is little remaining funds available from Tier I on a monthly basis for completion of non-bond and non-transportation projects. This could present a significant management problem and could delay these projects. The current interest rate environment may make it attractive to consider the use of general obligation bonds for the highest priority Tier I projects. It is recommended that the Columbia County Board of Commissioners seek approval for the use of the bonds, then evaluate the use of general obligation bonds after passage of the SPLOST. The evaluation should include determination of actual issuance and interest rate costs, the cumulative cost of issuance of the bonds and the impact on the projects, and change and/or modifications in the project/program management efforts needed to manage the implementation of the program efficiently and effectively. It is likely that significant changes in the program/project management effort would be required as a result of the use of general obligation bonds. The intent of this approach would be to complete capital projects early and in an expeditious manner. Thus, management efforts would be concentrated in the early years of the program and may be reduced in later years with an impact on management methods and manpower.



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Capital Improvement Plan
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APPENDIX I

COLUMBIA COUNTY CAPITAL IMPROVEMENTS PLAN 2004 SPLOST 2005-2010 PROJECT DESCRIPTIONS

TRANSPORTATION PROJECTS

The category of Transportation Projects includes two elements. These are the Georgia Department of Transportation (GDOT) projects and Columbia County projects. GDOT projects are generally projects involving State and Federal highway including a majority funding by State and/or Federal funds. Columbia County projects are generally projects related to County roads and streets. These Columbia County projects may also involve State and other funding support.

The category of County projects is further divided into four sub-categories. These include County streets and road improvements, paving dirt roads, resurfacing, and infrastructure for economic development. The infrastructure for economic development is to provide such items as industrial park roads and roads related to economics revitalization of the Martinez area and other similar projects.

The projects for paving dirt roads are a continuation of the on-going Columbia County program. The Dirt Road Paving Program has proceeded in a manner whereby a dirt road is paved when all issues such as rights-of-way and environmental are resolved. This process has resulted in the "easiest" projects being done first so that the typical project that will be included in this SPLOST will be more costly per mile and will require more time to resolve all issues than roads that had been paved in prior years.



The projects related to infrastructure for economic development likely involve partnering with the private sector.

Attached are preliminary lists of potential future Columbia County projects and potential future Georgia DOT projects. These projects may include and may not be limited to these attached lists.



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Insert Transportation Projects Lists here (2 pages)





COUNTY FACILITIES

This category of projects addresses the capital needs relating to building facilities including building renovations and/or expansions, new building construction, acquisition of existing buildings, improvements to the sites related to these buildings, and other similar projects.

1. Building "A" Renovate or replace. Building "A" in the County Evans Center was one of the earliest buildings constructed for County administration. Building "A" is in need of major renovation or it may be necessary to replace the building depending on the renovation costs and feasibility.
2. Savannah Rapids Pavilion. The Savannah Rapids Pavilion is a major public use facility located at the historic Headgates of the Augusta Canal. This facility is widely used for private and public meetings and functions and is a significant asset to Columbia County. The Savannah Rapids Pavilion is in need of major renovations, and this project will undertake the highest priority renovations.
3. Evans Parking and Site Improvements. This project is related to the Building "A" Project as well as the current project to construct a new public library. This project is to improve public parking and access in the Evans County Center area.
4. Animal Shelter Improvements. This project involves renovations and/or expansion of the Animal Shelter.
5. Renovate other existing facilities and other County building acquisitions and expansions.

These projects are to improve, renovate, modify, expand, or acquire needed County administrative buildings during the period 2006 through 2010.

PUBLIC SAFETY

1. Emergency Operations Center (EOC). This project is to develop a facility to serve as a center of Public Safety Operations in Columbia County in the event of a natural or man-



made emergency or disaster. The facility will serve as the command center and will be used for training and other public safety operations.

2. Fire Stations and Renovations, Land for New Stations, Fire Apparatus Replacement, and Apparatus for New Stations. Columbia County recently changed the way fire services are operated within the County. Historically, fire service was funded by subscription fees charged by volunteer Fire Districts. The County Commission decided that improved fire service was critical to the County. They imposed an ad valorem tax to provide adequate funding support for improved fire services and entered into a contract with fire districts whereby the County would use tax collections to support fire service operations. Concurrently, the County agreed to acquire, renovate, or build additional fire stations including land (where necessary) and to acquire replacement equipment and new equipment for fire service. The SPLOST funds will be used to fund the capital needed for the improved fire services.
3. Communications and Management Hardware and Software. This project includes the expenditure of approximately \$930,000 to improve the communications system in the Sheriff's operations and the remaining funds will be used for improving and up-grading the communications network between Columbia County Evans Center and the County facilities in Appling and to improve the reliability, effectiveness, and functionality of the hardware and software used by the County in the management of financial, human relations, and other systems.

RECREATION

Columbia County provides an extensive recreation program involving active and passive facilities. The projects in this category involve capital projects for expansion, upgrading, new construction, and other capital improvements to serve Columbia County's recreational needs.

1. Blanchard Woods Park Completion. Columbia County has an immediate need for eight additional soccer fields for use in its recreational program. The Blanchard Woods Park



property was acquired by Columbia County and the proposed project is to develop eight soccer fields, parking, access, and other related improvements at the site.

2. Canal Headgates. This project is to provide infrastructure improvements in the Canal Headgates Park in accordance with the Park Master Plan. This project may also be supported by State and/or Federal funds and other funds that may be available from the Augusta Canal Authority.
3. Reed Creek Park Improvements. The Reed Creek Park is a passive recreational facility providing citizens access to wetlands and the related educational wildlife experience. The project is to expand the facilities. The SPLOST funds may be supplemented by the use of grant funds.
4. Wildwood Park Improvements. Wildwood Park is a 1200-acre facility located in the northern part of Columbia County along the J. Strom Thurmond Reservoir. The County is completing the development of a Master Plan, and this project will be used for park improvements consistent with the Master Plan. Potential improvements may be the development of cabins (perhaps in a public/private partnership) and other improvements. The project may also include facilities related to a disc golf center if a private partner is available.
5. Park Land Acquisition. According to the Columbia County Recreation Master Plan, approximately 300 additional acres may be needed in the next 5-10 years to satisfy growing recreational needs of the growing County population. This project is to acquire additional land for further parks.
6. Up-Grade Existing Parks. Existing parks are in need of renovations and improvements to be able to continue to serve the public. This project is to provide for existing park renovations and improvements.
7. Greenspace Land Acquisition. Columbia County has been active in the preservation of greenspace by acquiring property where feasible. The County will continue this program



using the proposed project funds in combination with State funds to the extent that they are available.

8. New Park Improvements. Item E above described a project to acquire additional land for future parks. This project is to provide the initial improvements at the new park sites. It is noted that the new park or parks will likely require additional future funding for improvements not included in this project.
9. Performing Arts Up-Fit. Columbia County is in the process of constructing a new Library and Performing Arts Center at the Evans Center. This project is to add improved sound and light to the Performing Arts Center and other improvements as may be needed in the new Library/Performing Arts Center.
10. Baker Place Recreation Improvements. Baker Place is the location of the Columbia County Municipal Solid Waste Landfill that will be closed in the near future. This project is to initiate the development of recreational facilities where appropriate and feasible at the closed landfill site.
11. Blackstone Camp Passive Park Improvements. This project is to develop the initial facilities and improvement needed to make use of this existing County property for passive recreational use.
12. Other Recreation Projects. During the period of 2006-2010, additional capital needs will be identified by the Commission that are not included in other projects in this category. This project is to provide capital funds for recreational projects during the period 2006-2010 that are identified by Columbia County Commissioners.

INTERGOVERNMENTAL PROJECTS

Intergovernmental Projects. Columbia County has entered into agreements with the Cities of Harlem and Grovetown relating to the Special Purpose Local Option Sales Tax wherein the parties agree that this category of funds is to be used for City and County purposes. Each City has developed a list of capital projects that will be funded by the SPLOST in accordance with the



percentage formula defined in the agreement. In turn, the agreement provides that Columbia County may use a portion of the SPLOST funds for water and sewer projects in the unincorporated areas or the County where deemed most needed by the Board of Commissioners.

